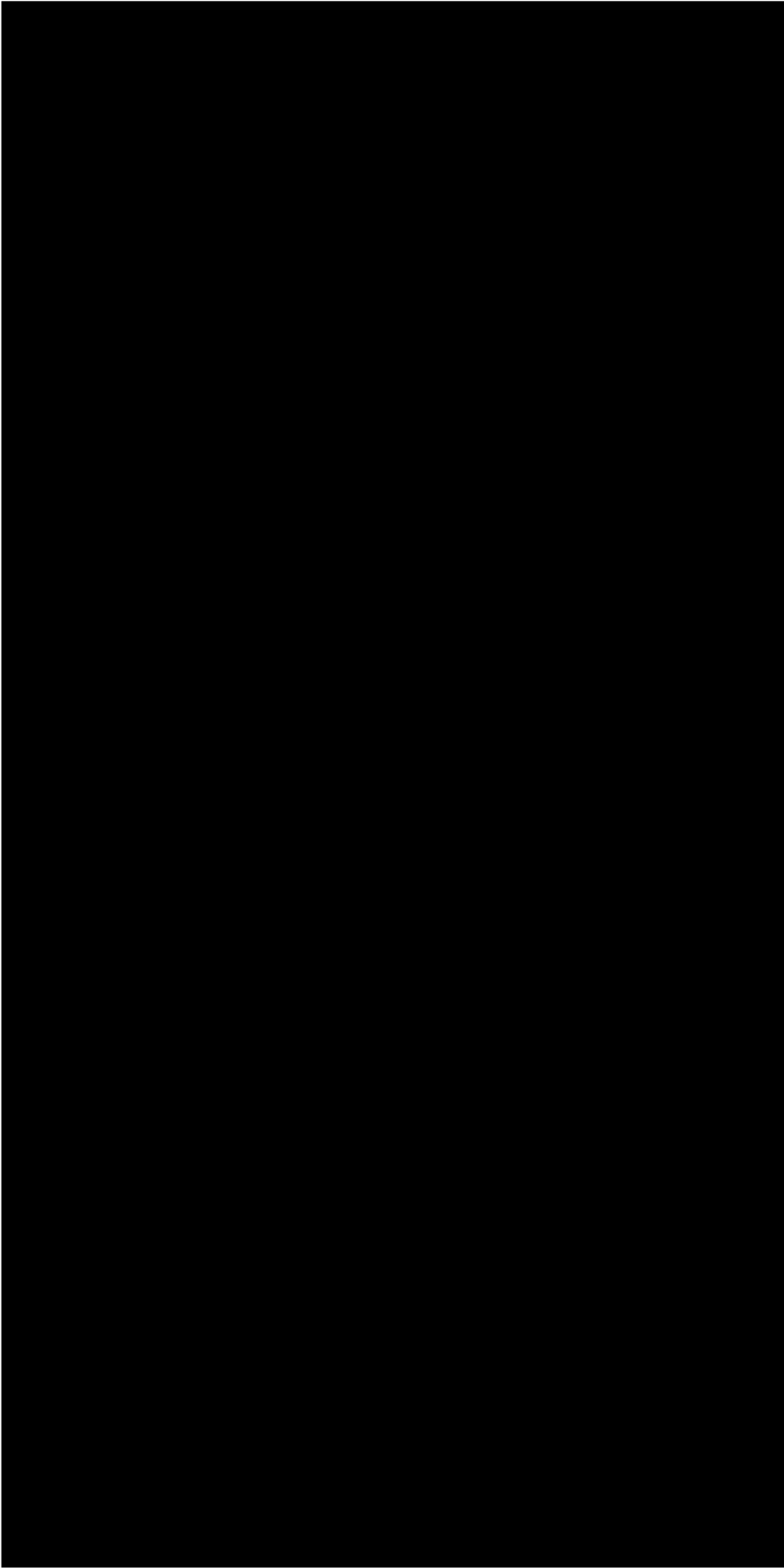


**EXHIBIT 87 TO  
HARVEY DECLARATION  
REDACTED VERSION  
(Part 2 of 2)**



Enables Recruiters to focus limited bandwidth on only those candidates with the highest probability of being hired

- Similar model used in On-line Sales and Product Marketing

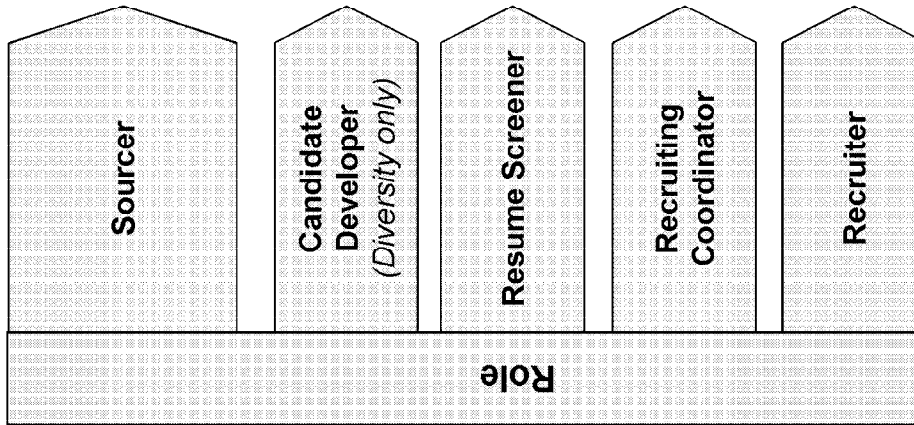
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Google<sup>35</sup>

# Five Key Staffing Roles

Scope of Responsibilities Varies Depending on Vertical

## Scope of Responsibilities



- Mine key data sources for potentially qualified passive candidates
- Convert leads to applicants
- Identify potentially qualified passive candidates and encourage them to attend Google events/conferences (*Diversity only*)
- Pre-screen and qualify leads for specific technical skills (*specific Verticals only*)
- Help shepherd diversity candidates through the application process (*Diversity only*)

- Cold-call identified candidates passed from Diversity sourcers to “sell” them Google and encourage them to apply on-line
- Help shepherd diversity candidates through the application process

- Pre-screen Eng-Ops on-line applications and employee referrals to pre-qualify candidates prior to forwarding on to Recruiter

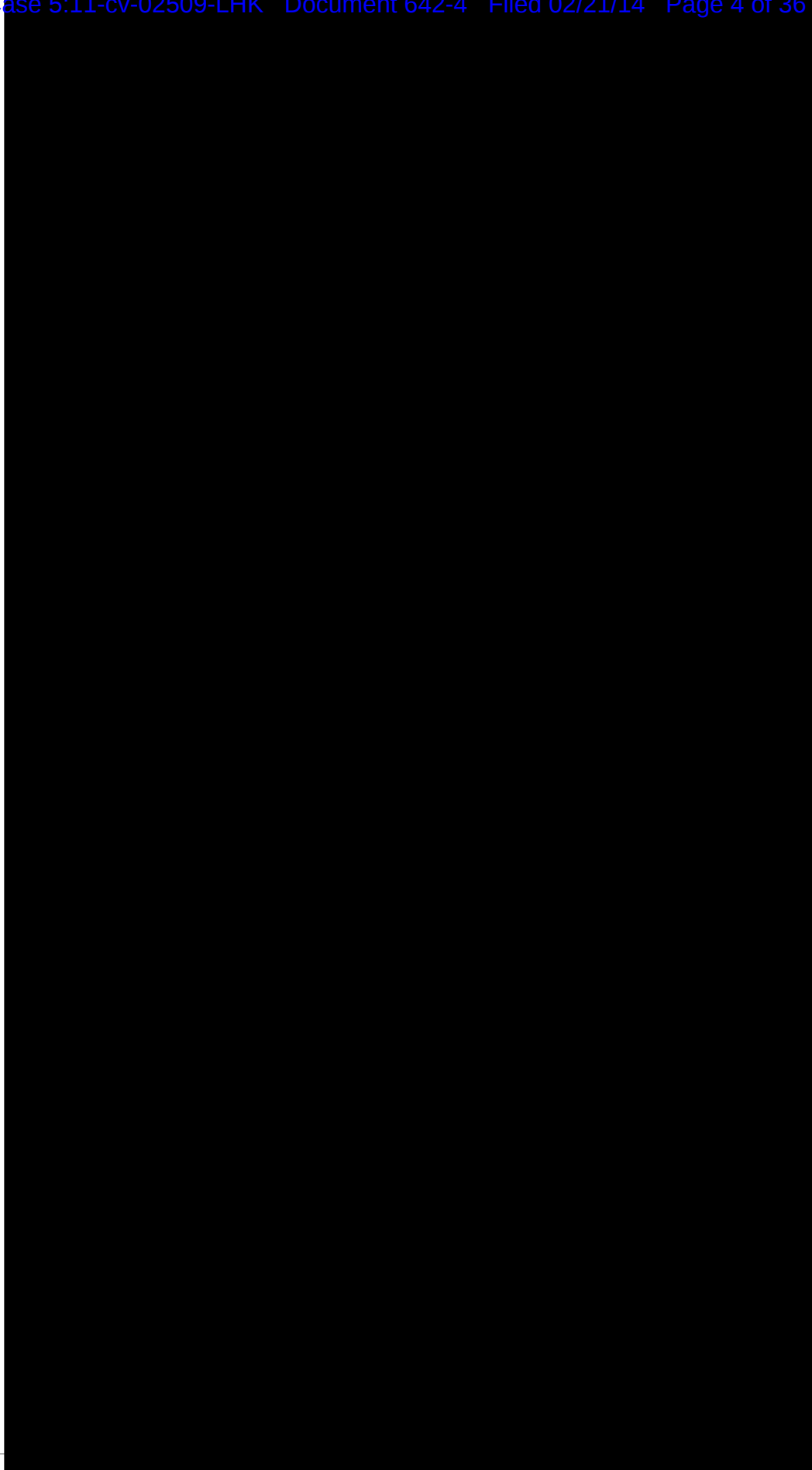
- Schedule phone-screen and on-site interviews
- Manage administrative end of candidate recruiting process

- Screen resumes in active queues (*PSGA only*)
- Gather interview feedback
- Prepare hiring committee and offer review packages
- Act as primary liaison with candidate

No real consistency on how various roles are used

- In some areas, multiple roles are collapsed into single functions

## Similar Distribution Exists by Industry Vertical



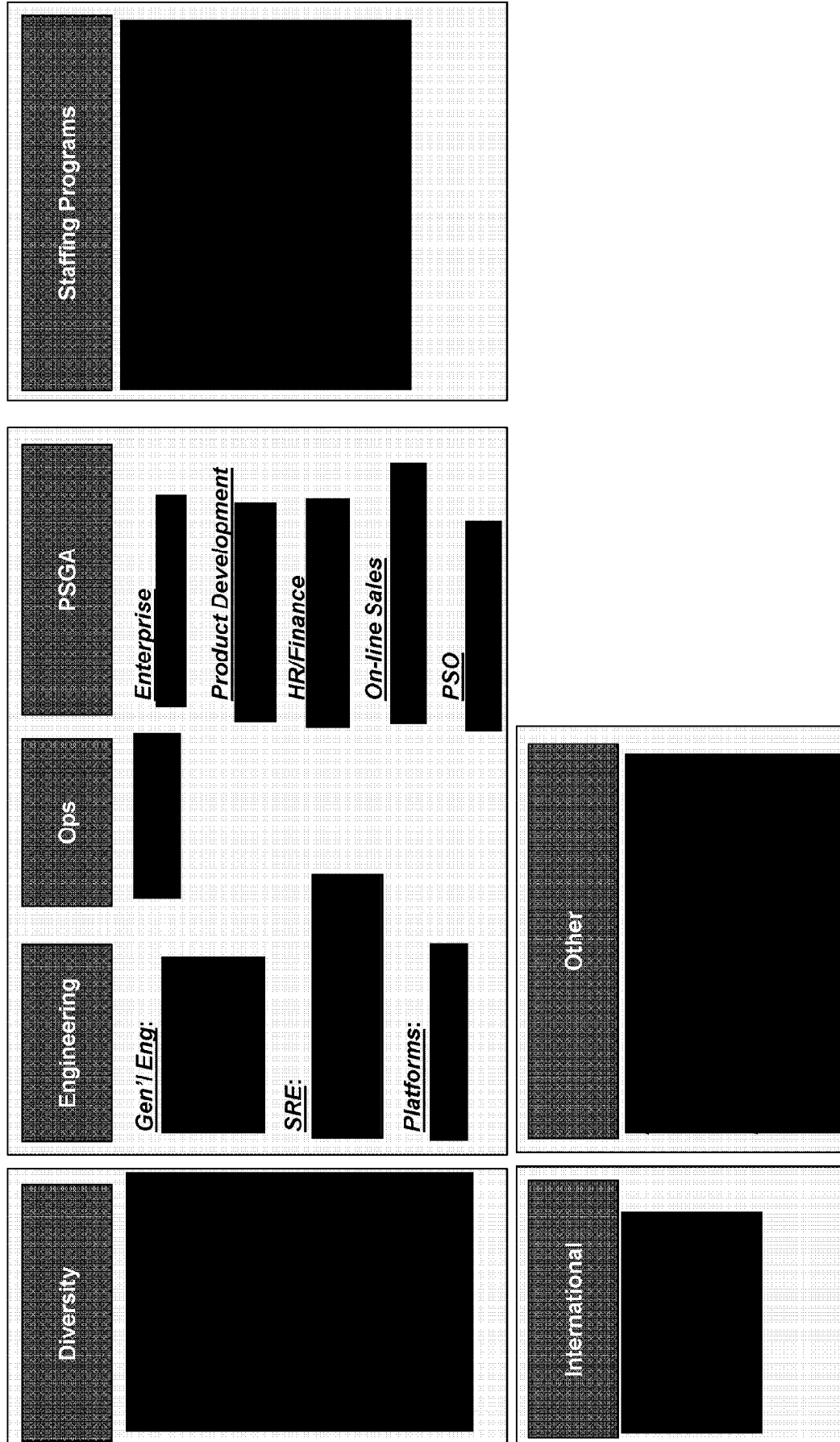
(1) Reflects Q1 2006 data  
Source: ATS analysis

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# Interview Program Included Key Stakeholders

Over 35 Sourcers, Recruiters, and Staffing Program Managers Interviewed to Date



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Note: *Italics* indicate interview scheduled but not yet completed

Google<sup>38</sup>

# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(I) Organization

Organization		
Issue/Challenge	Impact	Potential Resolution
Large contingent workforce	<ul style="list-style-type: none"> <li>Difficult to attract best recruiting talent who have full-time opportunities</li> <li>High degree of churn creates instability within workforce               <ul style="list-style-type: none"> <li>Loss of institutional knowledge</li> </ul> </li> <li>3-month learning curve coupled with 12-month contract               <ul style="list-style-type: none"> <li>Releasing talent just as Recruiters/Sourcers become productive</li> </ul> </li> <li>Can foster competitive dynamics               <ul style="list-style-type: none"> <li>Focus is on getting converted</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Shift Recruiting and Sourcer team mix towards more full-time resources</li> </ul>
Lack of transparency in Contractor conversion process	<ul style="list-style-type: none"> <li>Lowers morale among recruiting and sourcing staff               <ul style="list-style-type: none"> <li>Decision feels out of their control</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Define clear, explicit selection criteria               <ul style="list-style-type: none"> <li>Ensure they are understood by all staff</li> </ul> </li> </ul>
Recruiters/Sourcers work in vertical silos	<ul style="list-style-type: none"> <li>Lack visibility into what fellow team members are working on               <ul style="list-style-type: none"> <li>Unable to effectively share qualified candidates</li> <li>Qualified candidates can languish in incorrect queues</li> </ul> </li> <li>Limited understanding of functions outside immediate area and how roles relate to each other</li> <li>Poor communication between groups</li> </ul>	<ul style="list-style-type: none"> <li>Implement mechanisms to actively and regularly connect Sourcers/Recruiters across the organization</li> <li>Reinstate centralized training sessions</li> <li>Create on-line resource to provide visibility into searches of other Sourcers/Recruiters</li> </ul>

# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(II)

## Organization

Organization		Potential Resolution	
Issue/Challenge	Impact		
Weak linkages between Sourcers and Recruiters and Hiring Managers	<ul style="list-style-type: none"> <li>• With some exceptions, general distrust of quality of candidates forwarded from Sourcers</li> <li>• Sourcers lack sufficient understanding of requirements of specific roles               <ul style="list-style-type: none"> <li>- Difficult to appropriately identify qualified candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Where possible, co-locate Sourcers with their recruiting team and specific client groups               <ul style="list-style-type: none"> <li>- Work in small teams</li> </ul> </li> <li>• Conduct 3-way discussions upfront between Sourcer, Recruiter and Hiring Manager               <ul style="list-style-type: none"> <li>- Establish specific position profiles with defined competencies</li> <li>- Communicate desired candidate profile need to discuss upfront together</li> </ul> </li> </ul>	
Wide variation in abilities among Recruiters	<ul style="list-style-type: none"> <li>• Inability of some Recruiters to effectively manage full lifecycle, including sourcing               <ul style="list-style-type: none"> <li>- Unable able to carry "fair share" of burden for growth targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Use more consistency in Recruiter profile hired into Google               <ul style="list-style-type: none"> <li>- Ensure full suite of Recruiting skills</li> </ul> </li> <li>• Expand sourcing skills of existing recruiters</li> </ul>	
Too resource-constrained to adequately manage pace of growth	<ul style="list-style-type: none"> <li>• Latency in early stages of recruiting process               <ul style="list-style-type: none"> <li>- Applicants can languish in long queues</li> </ul> </li> <li>• High risk of burn out or diminishing returns</li> </ul>	<ul style="list-style-type: none"> <li>• Thoughtfully add Staffing resources where they are most needed</li> <li>• Consider expanding roles of more junior staff to alleviate administrative burden of recruiters</li> </ul>	

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(III)

## Process

Process		
Issue/Challenge	Impact	Potential Resolution
Lack coherent strategy and accountability around various sourcing tools, e.g., <ul style="list-style-type: none"> <li>Job boards, resume databases, events, conferences, agencies etc.</li> </ul>	<ul style="list-style-type: none"> <li>Lack systemic way to track ROI of various tools employed <ul style="list-style-type: none"> <li>Risk over-investing in certain tools and under-investing in others</li> <li>Unable to accurately track cost/hire</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Evaluate each tool individually</li> <li>Implement metrics to monitor usage and track effectiveness</li> <li>Assign accountability for sourcing tool investments</li> </ul>
Lack robust, systemic lead management capability	<ul style="list-style-type: none"> <li>No formalized way to capture, track and follow-up on leads <ul style="list-style-type: none"> <li>Data scattered among multiple mediums (ATS, Excel spreadsheets, Salesforce.com)</li> <li>Problematic when Sourcer/Recruiter contract expires</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Assign Staffing ownership for allocation of PSGA employee referrals</li> <li>Build out lead management functionality</li> </ul>
No formalized, coordinated way to share candidates across functions <ul style="list-style-type: none"> <li>Compounded by lack of visibility into what other team members work on</li> </ul>	<ul style="list-style-type: none"> <li>Sub-optimize staffing processes <ul style="list-style-type: none"> <li>No incentive to change behavior</li> <li>Concern more for good of the vertical function vs. the enterprise</li> </ul> </li> <li>Lose qualified candidates rejected for one area but appropriate for another</li> </ul>	<ul style="list-style-type: none"> <li>Implement mechanisms to regularly connect Sourcers/Recruiters across the organization</li> <li>Modify productivity metrics to provide "credit" for sharing candidates</li> <li>Consider creating clearinghouse function</li> </ul>


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41

# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)


## Process

Process		Issue/Challenge	Impact	Potential Resolution
	Limited business knowledge transferred to recruiting staff	<ul style="list-style-type: none"> <li>No formal training beyond Staffing systems training</li> </ul>	<ul style="list-style-type: none"> <li>Steepens learning curve for Recruiters and Sourcers               <ul style="list-style-type: none"> <li>Not as effective initially as could be</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Leverage education series recently launched in Paris, e.g.,               <ul style="list-style-type: none"> <li>Provides business overviews, ideal candidate profiles, etc.</li> </ul> </li> <li>Create resource for Staffing members to look up roles of others</li> </ul>
	Significant administrative requirements for Recruiters	<ul style="list-style-type: none"> <li>Particularly internationally</li> </ul>	<ul style="list-style-type: none"> <li>Limits time available for sourcing for Recruiters needing to supplement their own queues</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, move more administrative responsibilities to Recruiting Coordinators, e.g.,               <ul style="list-style-type: none"> <li>Printing and creation of offer packets</li> <li>New hire set up</li> </ul> </li> <li>Add Coordinator role in EMEA</li> </ul>
	Ownership of event attendee lists		<ul style="list-style-type: none"> <li>Competition for names results in lack of coordination around candidates qualified for multiple profiles               <ul style="list-style-type: none"> <li>Lose viable candidate</li> </ul> </li> <li>No resource to follow up on non-diversity leads</li> </ul>	<ul style="list-style-type: none"> <li>Designate central owner in Staffing or Staffing Programs not aligned with a specific vertical</li> </ul>
	No coordinated way to request and capture research data		<ul style="list-style-type: none"> <li>Individual efforts initiated within various Verticals               <ul style="list-style-type: none"> <li>More expensive than if launched a coordinated effort</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Designate central research owner in Staffing responsible for purchasing research</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)

## Process

Process		Issue/Challenge	Impact	Potential Resolution
		Employee Referral Program challenges	<ul style="list-style-type: none"> <li>SLAs not being met with applicants sitting in Recruiter queues               <ul style="list-style-type: none"> <li>Risk losing candidates with highest probability of passing Google bar</li> </ul> </li> <li>Lack active owner for PSGA Employee Referral program               <ul style="list-style-type: none"> <li>No way to actively enforce SLA because responsibility not centralized</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Assign Staffing ownership for allocation of PSGA employee referrals</li> </ul>
		Lack of pre-defined job profiles <ul style="list-style-type: none"> <li>Particularly on EngOps side</li> </ul>	<ul style="list-style-type: none"> <li>Makes sourcing for right candidate more challenging               <ul style="list-style-type: none"> <li>No clear guidelines</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Define key competencies for each job profile</li> <li>Re-write job descriptions to ensure understanding by external candidates</li> </ul>

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43

# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(V)

## Talent Pool

Talent Pool			
Issue/Challenge	Impact	Potential Resolution	
No current methodology to map out global talent pools	<ul style="list-style-type: none"> <li>No central database or library to enable lead and competitive data to be indexed and retrieved across the organization</li> <li>Inability to be strategic about identifying and attracting high quality talent               <ul style="list-style-type: none"> <li>Sub-optimize leverage of costly Staffing resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Design and implement process to gather and organize leads and competitive data</li> <li>Develop talent pool mapping strategy and competitive intelligence capability</li> </ul>	
Small, qualified talent pools for certain areas, e.g., <ul style="list-style-type: none"> <li>SRE</li> <li>Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Women and minorities continue to be under-represented within specific technical functions and internationally</li> </ul>	<ul style="list-style-type: none"> <li>Tap into additional sources of talent in order to cast a wider net and increase potential pipeline, e.g.,               <ul style="list-style-type: none"> <li>Consider University Alumni program</li> <li>Forge partnerships with diversity alumni groups</li> </ul> </li> </ul>	
Overall recruiting environment becoming more challenging	<ul style="list-style-type: none"> <li>Active pipelines appear to be shrinking               <ul style="list-style-type: none"> <li>Passive sourcing likely to become increasingly more important</li> </ul> </li> <li>Current sources becoming even less effective in yielding qualified candidates</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive sourcing strategy               <ul style="list-style-type: none"> <li>Include scenario analysis for different market environments</li> </ul> </li> </ul>	
Strict application of hiring bar	<ul style="list-style-type: none"> <li>Some pools of talent not at target Tier 1,2 and 3 schools               <ul style="list-style-type: none"> <li>Particularly true for diversity and international PSGA candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Cast wider net beyond target schools, e.g.,               <ul style="list-style-type: none"> <li>Consortium schools</li> </ul> </li> </ul>	

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44

## ...While Others Challenges are Unique

### Diversity

- Diversity team-sourced candidates auto-rejecting in resume screen
  - May have slightly different background than typical Google candidate
  - Diversity team having to implement manual work arounds to “revive” candidates and actively engage recruiters
- Latency in recruiting process costing Google to lose talented diversity candidates
  - Diversity team-sourced candidates getting lost in enormous queues as there is currently no way to flag applicants
    - Unable to segregate and work within specific SLAs (similar to EE Referrals)
  - Due to smaller population, latency in process disproportionately negatively impacts diverse applicants than general population
  - Diversity team must individually follow up with lead recruiters as stop-gap
- Lack of clear leadership within Diversity team
  - Separation between Candidate Developers and Program Sourcing somewhat artificial
  - Image issues within broader Staffing team

### International

- No sourcing capability resident in EMEA
  - Without global sourcing function may not be tapping into all valuable talent pools
- Mountain View-based international allocated resources not effective or tenable
  - EMEA-based staff never been informed of who specific resources in Mountain View are
  - Time zone differences constrain ability to contact candidates
  - Don’t adequately understand focus of individual EMEA recruiters and therefore queue candidates incorrectly
- Overly reliant on costly agencies for pipeline creation
  - Accounts for ~33% of all hires
- High hiring bar coupled with the need to recruit for multiple languages creates increasingly challenging environment (support 25 languages)
- Best recruiting talent difficult to convert in EMEA
  - Tend not to have university degrees and therefore fail to meet standard Google bar

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45

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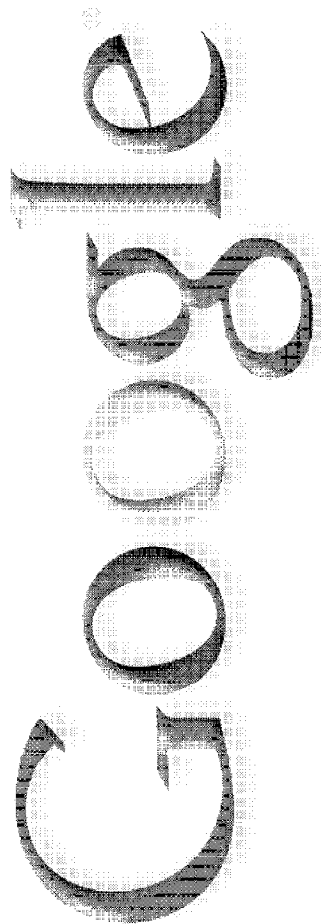
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Collaborative Sourcing Model  
Engineering Leads Meeting  
April 3, 2007

*DRAFT*



## Objectives of Today's Discussion

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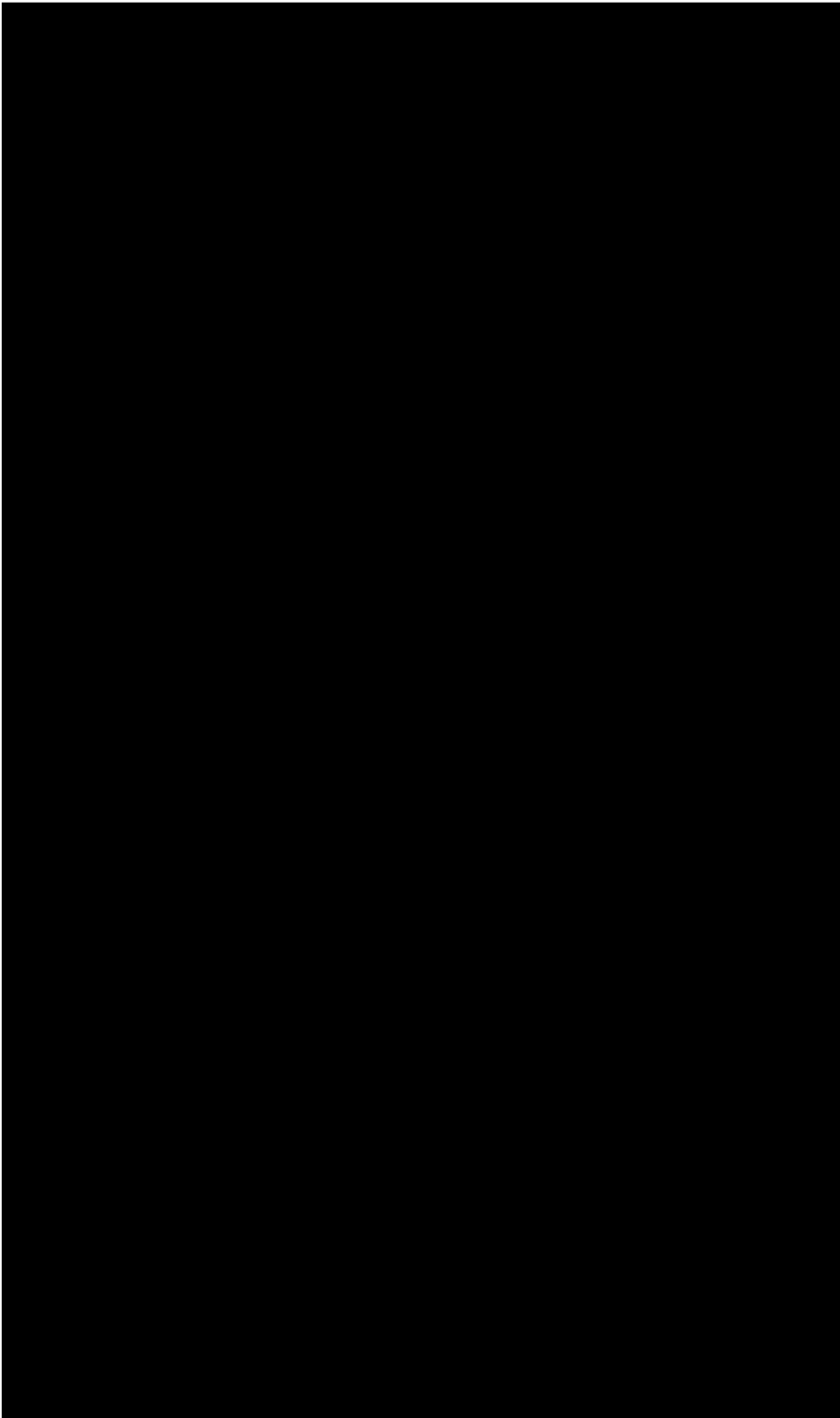
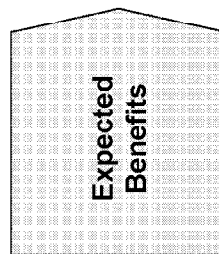
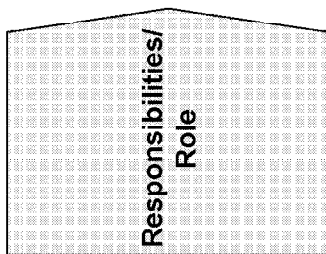
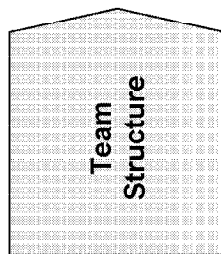
- Recap collaborative sourcing approach
  - Review rationale, team structure and roles, and expected benefits
  - Brief overview of job profiles
  - Proposed process approach
- Solicit feedback on proposed rules of engagement
- Discuss proposed productivity targets
- Share results-to-date

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# Collaborative Sourcing Model Grounded in Belief that Many Talent Profiles Are Shared Across Verticals

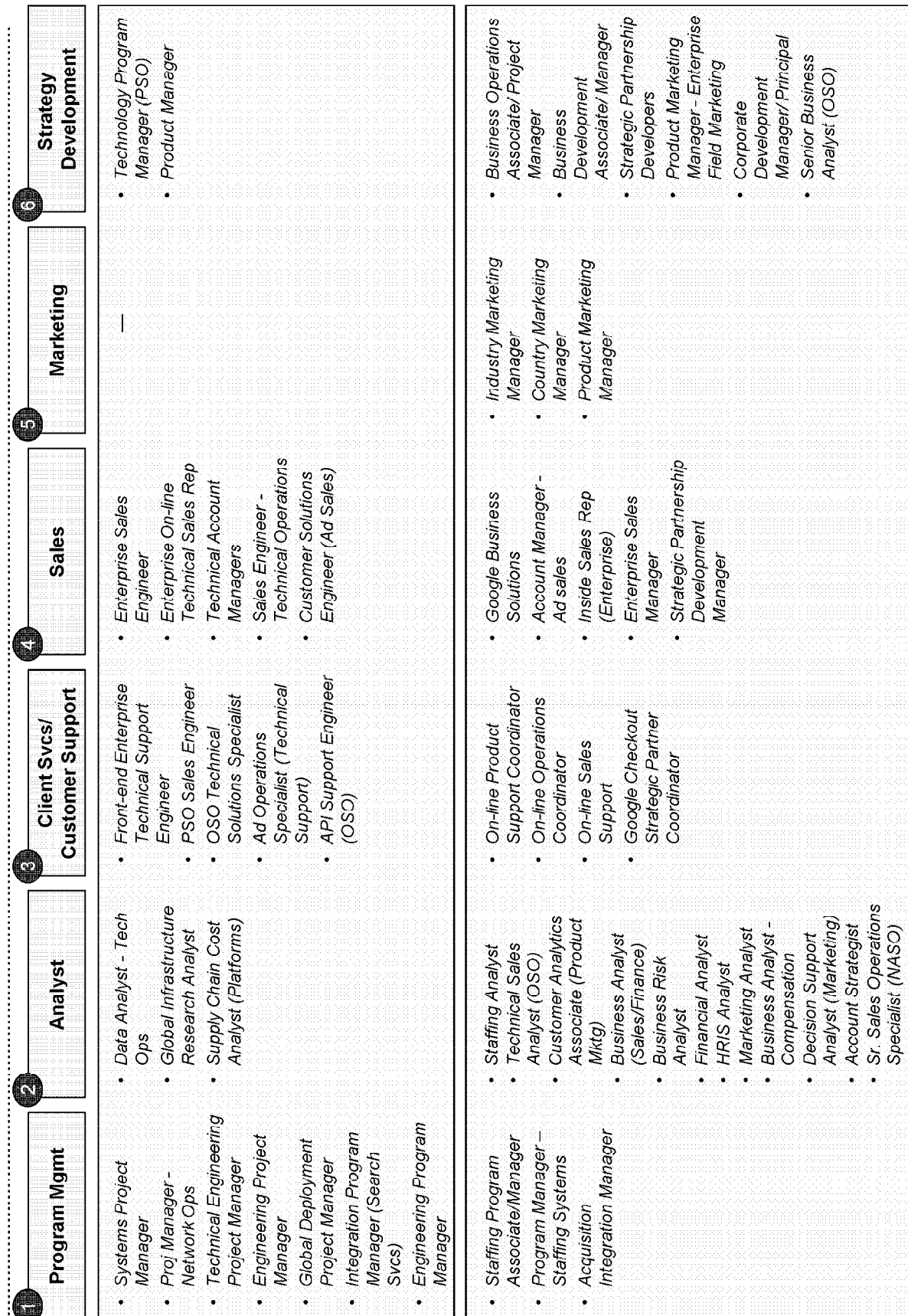
## Overview of Collaborative Sourcing Team



We are proactively taking steps to bring team up the learning curve and ensure calibration with expectations of Verticals

- Hosted 1:1 discussions with Technical Lead Recruiters/Sourcers to better understand hiring needs, specific hiring bars and nuances of particular job requisitions
- Participate in weekly Gen Eng resume reviews
- Plans to attend various hiring committees

# Collaborative Sourcing Team Will Be Organized Around Twelve Defined Shared Profiles (I)



# Collaborative Sourcing Team Will Be Organized Around Twelve Defined Shared Profiles (II)

7	8	9	10	11	12
Software Engineer	User Experience/Researcher	Systems Stability/Security	Core Infrastructure	Team Managers	Supply Chain
<ul style="list-style-type: none"> <li>• SWEs</li> <li>• SWEs Test Engineer</li> <li>• SW Quality Assurance Engineer</li> <li>• UI Engineer</li> <li>• Systems Software Engineer (Platforms)</li> <li>• Associate Product Manager/Product Manager</li> <li>• Software Engineer – Kernel (Platforms)</li> <li>• Technical Solutions Engineer (PSO)</li> <li>• Site Reliability Engineer</li> <li>• Back-end Technical Support Engineer (Enterprise)</li> <li>• Web Application Engineer (Internal Applications)</li> <li>• Web Application Engineer (Enterprise)</li> <li>• Web Application Engineer (PSO)</li> <li>• Web Application Engineer (Ad Sales)</li> <li>• Web Developer (UX)</li> </ul>	<ul style="list-style-type: none"> <li>• User Interface Designer</li> <li>• UI Design Lead</li> <li>• User Experience Researcher</li> <li>• Visual Designer</li> <li>• Interaction Designer</li> </ul>	<ul style="list-style-type: none"> <li>• System Administrators (Windows, Macs, Linux)</li> <li>• Systems Security Engineer</li> <li>• Information Security Engineer</li> <li>• Technical Solutions Engineer – Partner Reliability Engineer (PSO)</li> <li>• Site Reliability Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• Hardware Engineer</li> <li>• Hardware System Engineer</li> <li>• Hardware Testing Engineer</li> <li>• Networking Hardware Engineer</li> <li>• System Infrastructure Engineer</li> <li>• Site Reliability Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Lead Manager</li> <li>• Engineering Director</li> <li>• Hardware Operations Manager</li> <li>• Network Operations Manager</li> </ul>	—
<ul style="list-style-type: none"> <li>• SWEs</li> <li>• SWEs Test Engineer</li> <li>• SW Quality Assurance Engineer</li> <li>• UI Engineer</li> <li>• Systems Software Engineer (Platforms)</li> <li>• Associate Product Manager/Product Manager</li> <li>• Software Engineer – Kernel (Platforms)</li> <li>• Technical Solutions Engineer (PSO)</li> <li>• Site Reliability Engineer</li> <li>• Back-end Technical Support Engineer (Enterprise)</li> <li>• Web Application Engineer (Internal Applications)</li> <li>• Web Application Engineer (Enterprise)</li> <li>• Web Application Engineer (PSO)</li> <li>• Web Application Engineer (Ad Sales)</li> <li>• Web Developer (UX)</li> </ul>	<ul style="list-style-type: none"> <li>• User Interface Designer</li> <li>• UI Design Lead</li> <li>• User Experience Researcher</li> <li>• Visual Designer</li> <li>• Interaction Designer</li> </ul>	<ul style="list-style-type: none"> <li>• System Administrators (Windows, Macs, Linux)</li> <li>• Systems Security Engineer</li> <li>• Information Security Engineer</li> <li>• Technical Solutions Engineer – Partner Reliability Engineer (PSO)</li> <li>• Site Reliability Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• Hardware Engineer</li> <li>• Hardware System Engineer</li> <li>• Hardware Testing Engineer</li> <li>• Networking Hardware Engineer</li> <li>• System Infrastructure Engineer</li> <li>• Site Reliability Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• On-line Operations Manager</li> <li>• Staffing Manager</li> <li>• Team Manager - NASO</li> </ul>	<ul style="list-style-type: none"> <li>• Supply Chain Project Manager (Platforms)</li> <li>• Manufacturing Project Manager</li> <li>• Supply Chain Program Manager (Google.com Eng)</li> <li>• Book Search Production Specialist</li> </ul>

Technical

Non-Technical

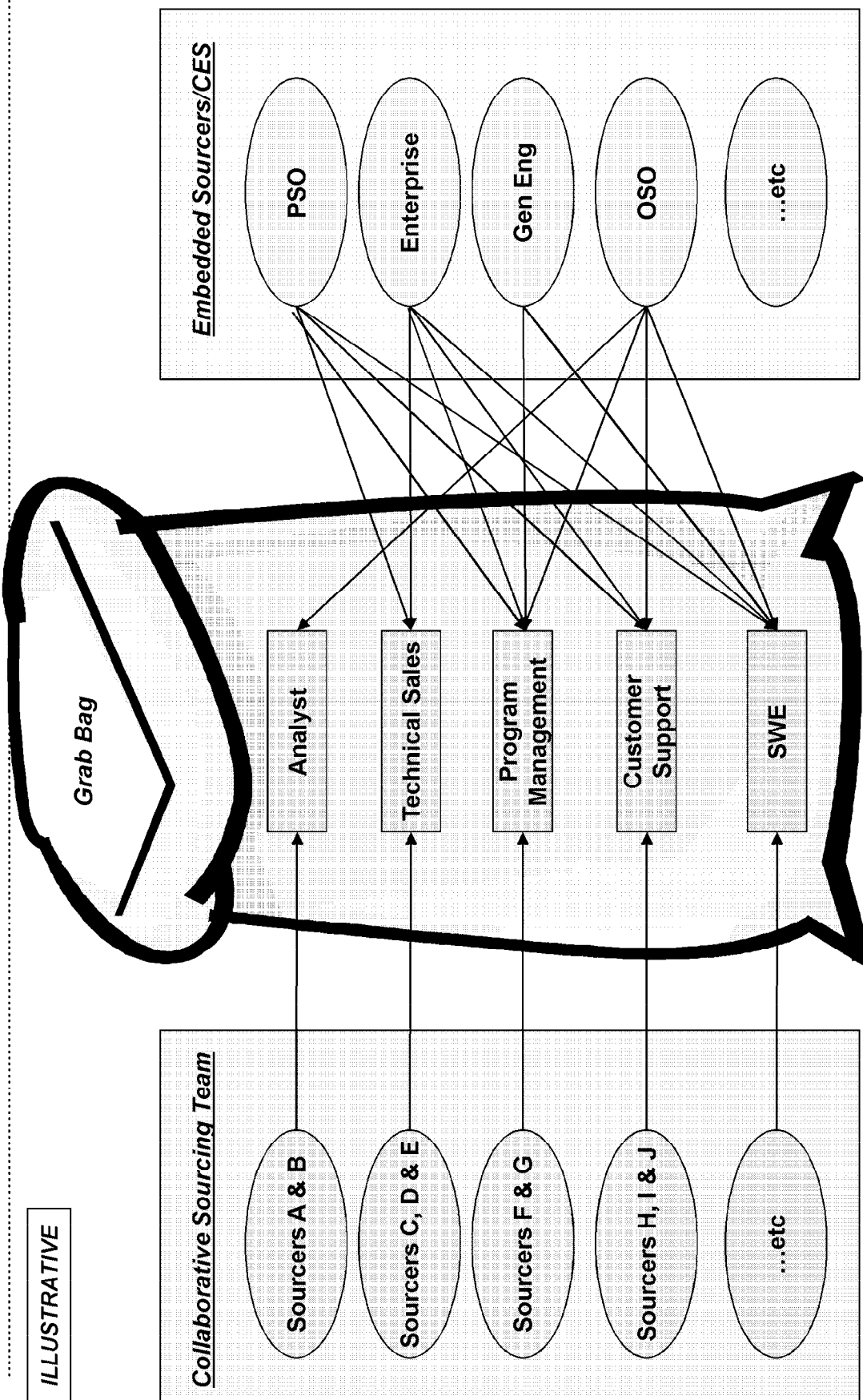
Will source against only ten of the profiles since our hiring needs are not great enough around the other two to warrant centralized sourcing resources

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# Although We Initially Planned to Leverage a “Pull” Strategy to Align Leads With Business Verticals...

ILLUSTRATIVE



Pull strategy requires embedded resources to actively leverage grab bag as an additional candidate source

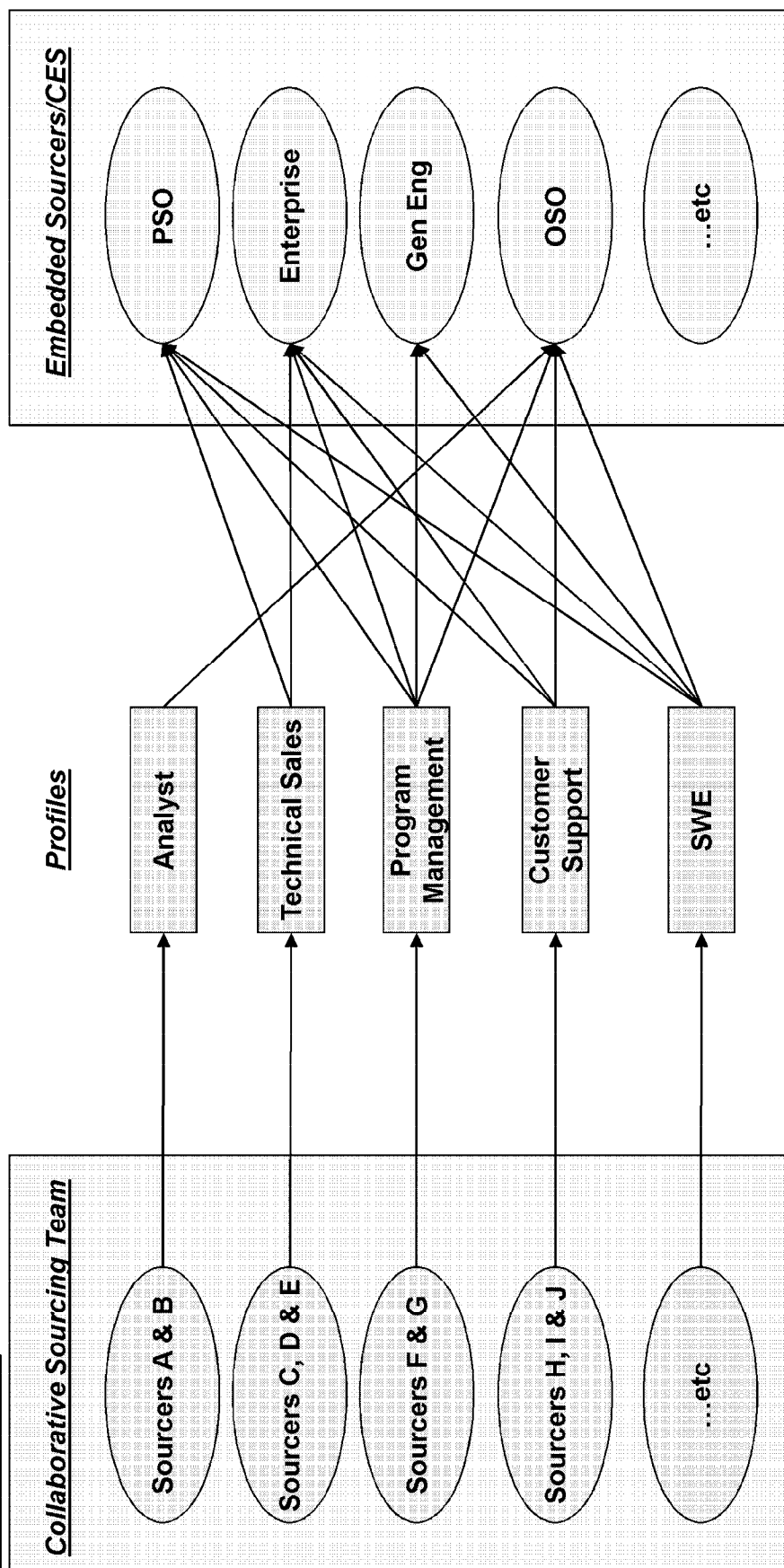
Note: There could be multiple levels within a profile

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# ....We Have Decided to Accelerate a Transition to a “Push” Strategy to Optimize Efficiency

## ILLUSTRATIVE



Note: There could be multiple levels within a profile

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## Proposed Rules of Engagement

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**Sourcing**



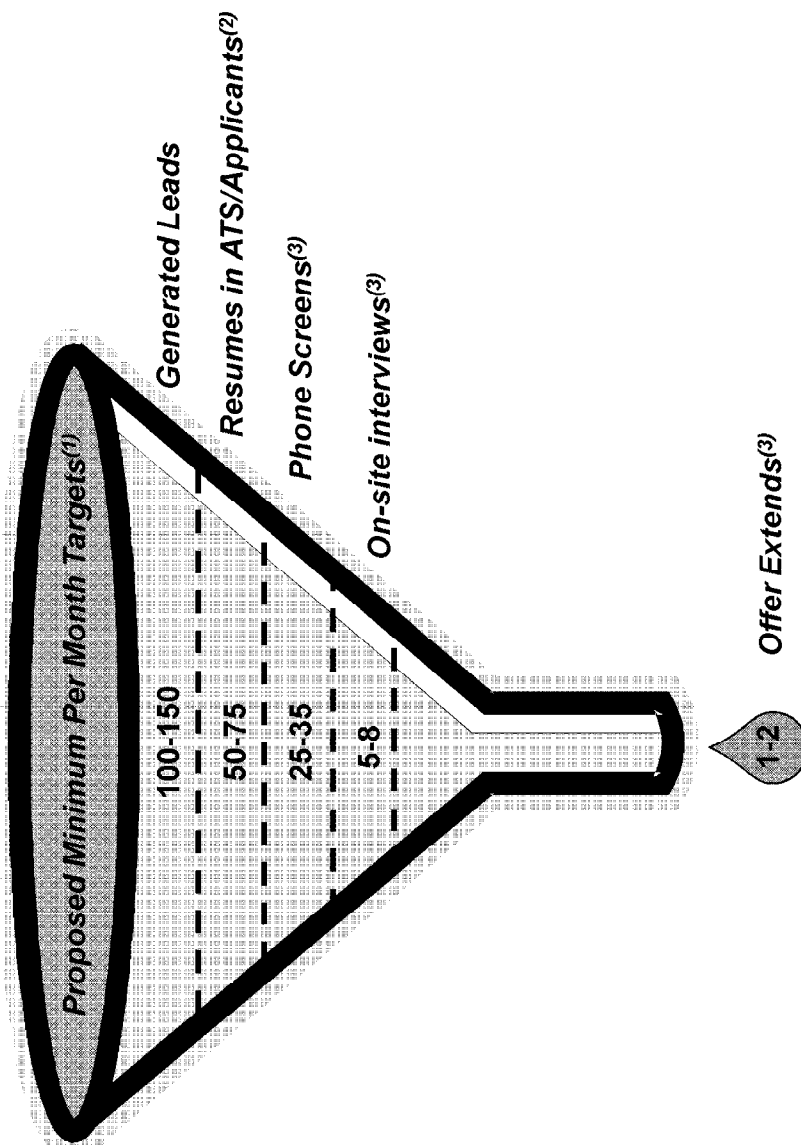
**Clearinghouse**



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# Will Establish Clear Targets To Ensure Appropriate Pipeline Generation



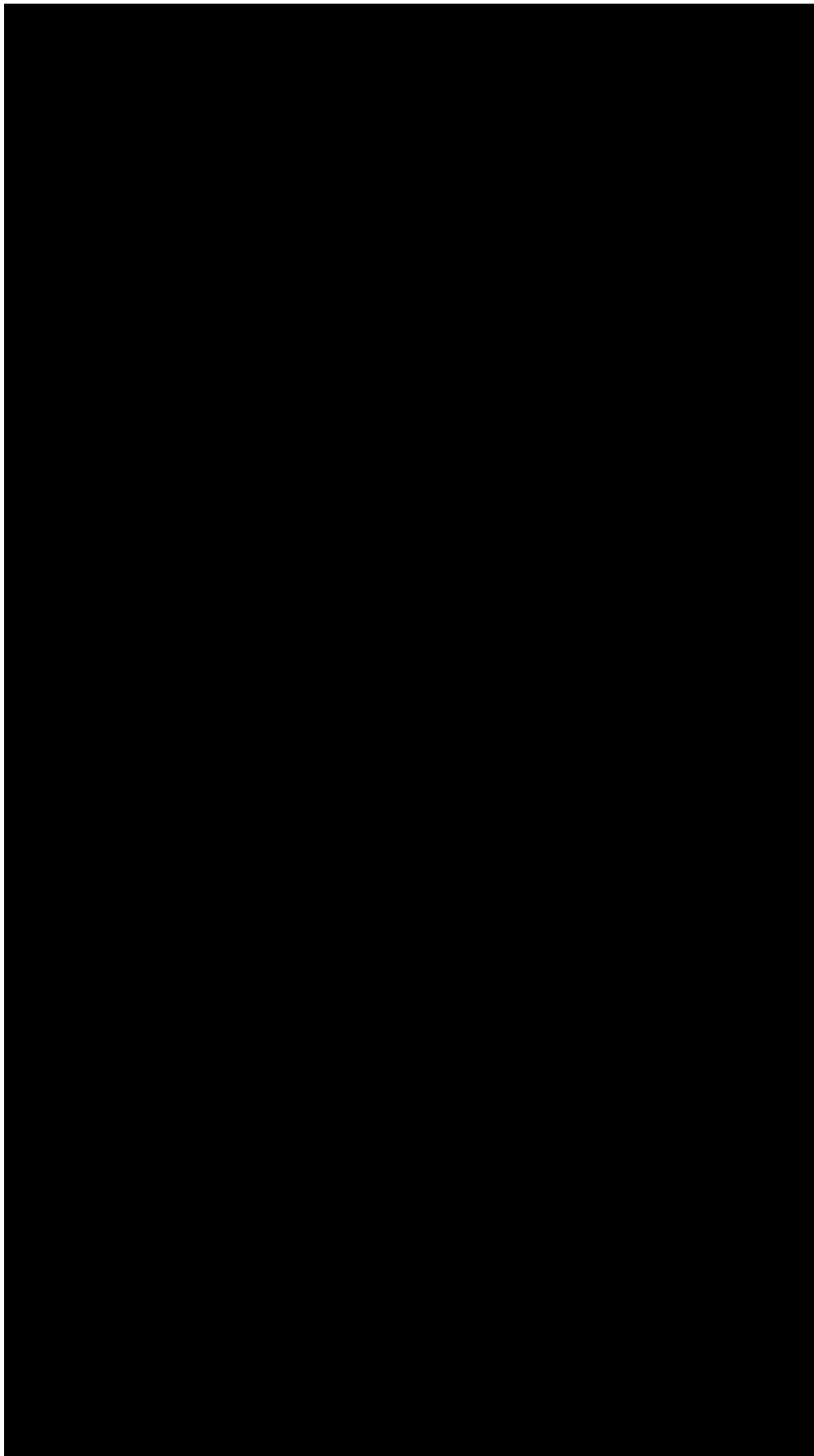
Note: Targets are per Sourcer

(1) Assumes full productivity reached after 3 months

(2) Assumes a 40-50% fall out rate of generated leads to contacts and an additional 40-50% from contacts to qualified applicant

(3) Assumes similar productivity levels to top quartile Gen Eng sourcers

## Results-To-Date



Note: Reflects combined results for team of two Sourcers

- (1) Reflects offer extends to one Zurich-SWE hire and two non-eng hires
- (2) Includes Boston, Chicago, Pittsburgh and Dallas
- (3) Includes UX, Product Management, Business Development

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Allows time for calibration

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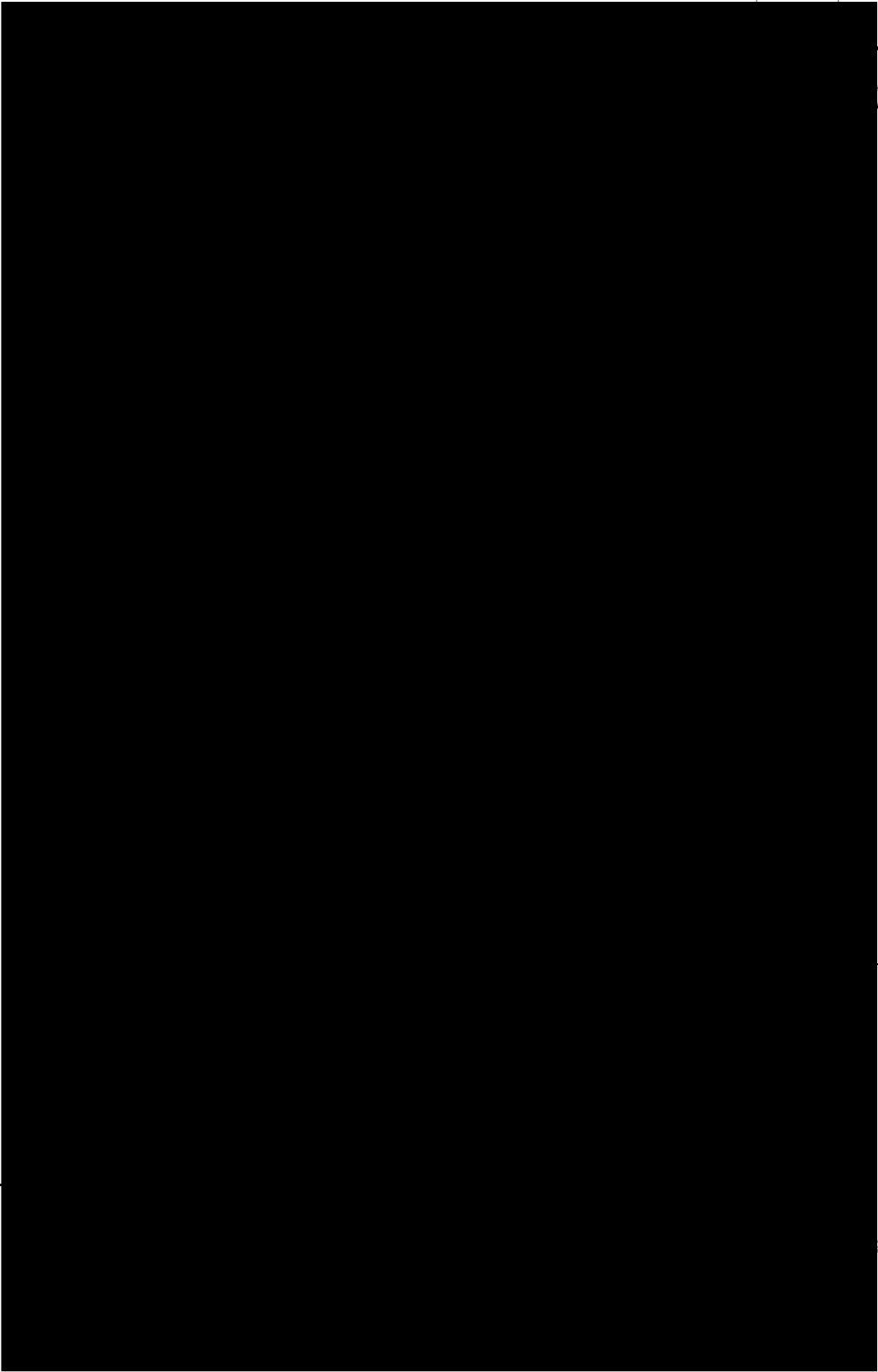
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# Overview of Sourcing Manager Organization

Key Responsibilities

Sourcing Manager



(1) Assumes 2-3 Sourcers per profile

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